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# LANL Culture

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# *Striving for a Work-free Safe Zone*

Los Alamos-Ideas that change the world

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# Events

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- DARHT 2<sup>nd</sup> Axis
- Flash burn accident
- Misuse of cranes and forklifts
- CREM incident #1
- CREM incident #2



# CREM Incident #1

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- March 2004, Workers A and B began the process to destroy 200+ pieces of CREM.
- Workers A and C transferred data from disks to server.
- After transfer was complete, Worker A logged the barcodes from disks to Destruction Sheet.
- After the destruction approval was received, Workers A and C destroyed all disks in the box.
- A month later, Worker B could not find a disk and reported the loss to Worker A. Required notifications followed after the search.
- Result of investigation: **Likely destroyed without proper documentation**

## CREM Incident #2

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- July 2004, Custodian compared list of items in safe against inventory list and found four discrepancies
- Search resulted in finding two of the four items
- 11 vault workers put on administrative restrictions
- Division placed in classified stand-down mode on July 8
- Investigation underway

# Actions

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1. Effective Thursday at noon, there will be a stand-down of all classified activities. Detailed requirements will be provided to all employees.
2. Following this stand-down, we will conduct a wall-to-wall CREM inventory. A detailed implementation plan is being developed.
3. To improve CREM accountability, we will:
  - Move all accountable CREM into secure centralized libraries
  - Direct all CREM custodians to be full-time, with standardized job descriptions
  - Accelerate the red network expansion
  - Require CREM owners, CREM managers, and CREM custodians to take CREM training by July 16 or secure access will be denied; further guidance will be provided regarding mandatory CREM training for all Q-cleared personnel

## Actions (continued)

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4. We will assess risk in every group at this institution. Groups will be ranked in order of their risk to the institution. Those at highest risk will be stood down. A detailed plan will be developed, and guidance will be forthcoming.
5. I expect managers to have conversations with their employees that will assure that every single employee, including managers, understands his or her personal responsibility and accountability for knowing, understanding, and complying with all Laboratory policies and procedures, with particular emphasis on safety and security. Each employee will be expected to demonstrate an attitude of seriousness and willing compliance toward such policies. A due date for completion of these meetings will be provided.

# Summary

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**“As Director of this national security laboratory, I want everyone to understand—if you can't keep track of classified materials, you can't work here.”**



# BACKUP - CREM Incident #1

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- Preliminary Lessons Learned
  - Guard against accidental loss/inadvertent removal
    - Seal items to be destroyed following each step
    - Reduce the number of steps in the destruction process
    - Search work area immediately following completion of each step for misplaced items
  - Guard against fatigue
    - Limit number destroyed at one time
    - Provide ear protection if using loud pulverizer
    - Provide good lighting for destruction
  - Never destroy without a receipt
  - Train all involved in the proper destruction of CREM
  - Act decisively upon first learning of possible loss
    - Search immediately
    - Notify Security Officer and Security Inquiry Team